



Successful projects
start here.

TABLE OF CONTENTS

Certification programs assess individuals through peer-developed standards and competencies and provide a credential that is time-limited. Certification exam assessments must be independent of any specific course or curriculum. Continued competency is required and enhanced through ongoing renewal requirements along with adherence to the certification's conditions and conduct agreement.

CMCI's Board of Governors is responsible for oversight of the development and administration of the CCM program, and to ensure the credential meets high standards of ethical and professional practice for the construction industry, assuring the proficiency and competence of CM professionals.

The CCM is accredited through ANSI-ISO 17024,

The Construction Manager Certification Institute®, Inc. (CMCI) is a not-for-profit corporation and a wholly-owned subsidiary of the Construction Management Association of America, Inc. (CMAA). CMCI's purpose is to serve the public and the profession of Construction Management through the establishment and maintenance of criteria and procedures for certification of Construction Managers. The operating standards, policies, protocols, and guidelines are listed here, in the Institute's Policies and Procedures Manual, and in ancillary documents.

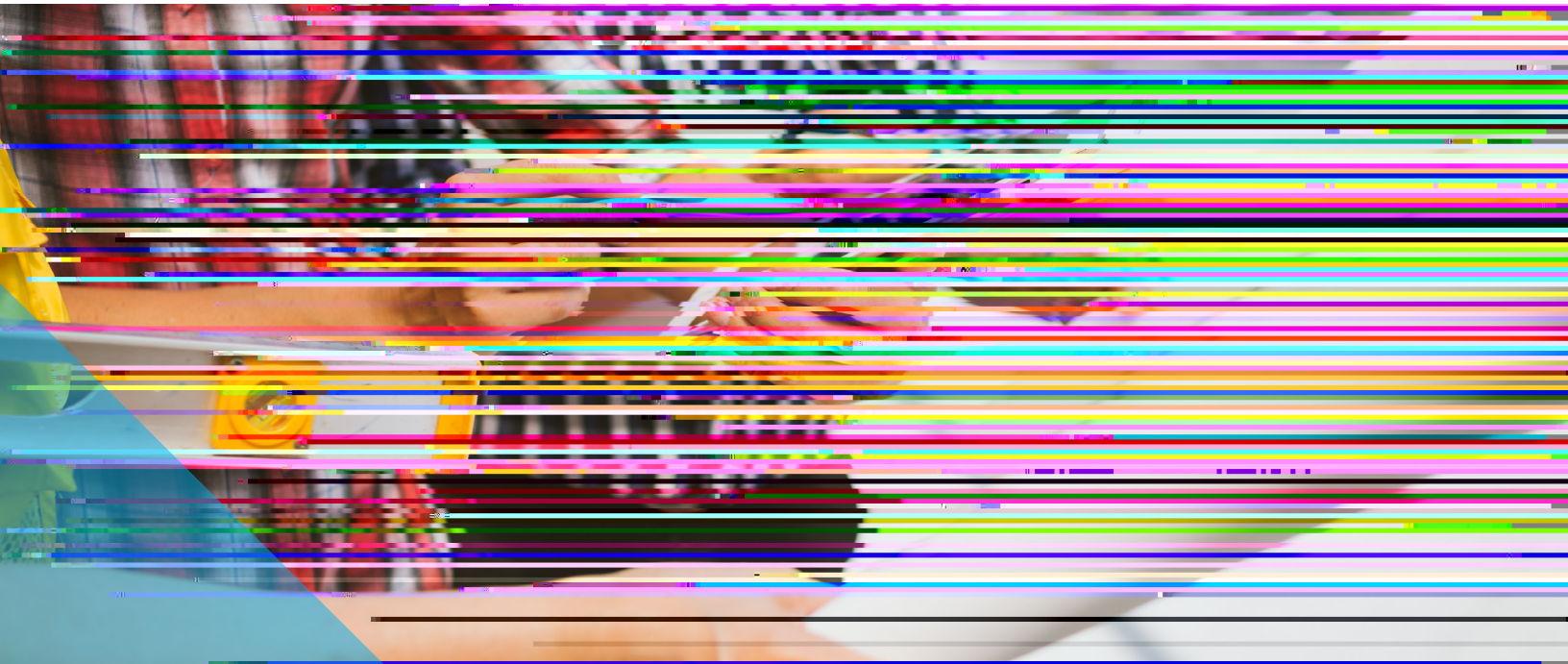
The mission of CMCI is to recognize through certification individual knowledge and experience that meet established practices of Construction Management. CMCI's vision is to be the recognized authority in certifying managers of the construction process.

The Certified Construction Manager (CCM) certification program is accredited through the International Organization for Standardization (ISO) 17024 for standard certification of personnel as administered in the United States by American National Standards Institute (ANSI). This accreditation verifies compliance with requirements outlined in the internationally accepted standards for assessing personnel certification programs (ANSI/ISO 17024).

The Construction Manager Certification Program is one of the first personnel certification programs in the construction industry accredited by ANSI and is also one of the first ten programs to obtain the accreditation in the United States. ANSI is affiliated with the International Organization for Standardization (ISO), a non-governmental worldwide federation of national standards bodies operating in more than 160 countries.

ANSI accreditation of the CCM program gives assurance of its legitimacy to state and federal organizations, owners, and the public.

© 2021 Construction Management Association of America, Inc. All rights reserved. CMCI is a not-for-profit corporation. For more information, visit www.cmci.org.



The CMCI Board of Governors (BoG) and certification staff understand the importance of impartiality and conflicts in the management of certification activities. When undertaking dealings with members and non-members, all involved in the certification process will maintain a high level of ethical conduct and avoid conflicts of interest in connection with the performance of their duties. There shall be an avoidance of any actions and or commitments that might create the appearance of:

- Using positions for personal gain
- Giving preferential treatment
- Impeding efficiency
- Losing independence or impartiality
- Affecting adversely the confidence of CMCI constituents in the integrity of certification operations.

The BoG and certification staff will ensure that in its dealings with constituents that they are and will remain impartial.

MANAGEMENT DEFINED

CMAA defines Construction Management as a professional service that applies effective management techniques to the planning, design, and construction of a project from inception to completion for the purpose of controlling time, cost, and quality.

Program Management is the practice of professional Construction Management applied to a capital improvement program of o Memq ceCf i

pr
the

Applicants for the CCM must meet eligibility requirements prior to submitting their application.

The first step in the application process is to complete the eligibility form of the application. The applicant must acknowledge that they have the requisite 48 non-overlapping months of experience being RIC.

The CMCI Board of Governors has defined being RIC as follows: The candidate's experience must be recognized during project execution as a key part of a project delivery team. The candidate must have had sufficient accountability to assure direct responsibility for the supervision of the Construction Management staff, for project decision making, the delivery of Construction Management services, and communication with and coordination of the other project participants, specifically owners, design professionals, consultants, suppliers, vendors, and contractors.

The 48 non-overlapping months of RIC experience in the domains of knowledge and skills, verified through references, are necessary for the applicant to move forward to completing the application.

The Board of Governors does not require formal education; however, a degree may be used in place of professional experience to accompany your RIC experience. If you choose to use your undergraduate or graduate degree in place of professional experience, the following are considered Qualifying CM degrees that are acceptable: construction management, construction science/technology, civil engineering, industrial engineering, mechanical engineering, electrical engineering, chemical engineering, architectural engineering, and architecture.

CMCI accepts degrees from post-secondary institutions with accredited degree programs from [ACCE \(American Council for Construction Education\)](#), [ABET \(Accreditation Board for Engineering and Technology\)](#), and [NAAB \(National Architecture Accrediting Board\)](#)

If you hold and wish to apply credit for a degree from a foreign country, it must be authenticated by an approved Foreign degree equivalency evaluation company. The CMCI [policy on evaluating international academic credentials](#) is located on the CMAA website.

After the application is received with the required and supporting documentation that meets all eligibility requirements and the payment has been approved, an "advancement to candidacy" email will be sent to the applicant, providing a unique CMCI ID number and testing instructions.

Application Procedures

CCM applications may be filled out online, printed and mailed, scanned and emailed, or faxed along with required documentation and payment as noted on the application. All signatures must be submitted by the applicant and statements in the application agreed to, as provided in the CCM application. Along with meeting the eligibility requirements, CCM candidates are required to agree to the Conditions and Conduct agreements as noted in the CCM application.

Applications may be rejected for a number of reasons including: incomplete application; unsatisfactory references or lack of reference response(s); eligibility criteria not satisfied; or application fee payments outstanding. A letter of explanation will be emailed to the applicant if their application is rejected. Instructions for initiating an appeal or a request for clarification by the applicant will be included with the report specifying reasons for non-advancement. Please be sure to include all required documentation with your application to avoid denial and/or delay.

CMCI ID Numbers

Each applicant will receive a unique CMCI ID number once the application has been received. This ID number stays with the applicant throughout the examination process and as a Certified Construction Manager. Applicants should keep this ID number in a safe place.

CMCI will send applicants approved for testing an email with information on how to register and schedule their exam. Once approved for the exam, CCM candidates may choose from two options to sit for the exam. Candidates will have the option to take the exam in person at a PSI testing center or use PSI's Live Remote Proctoring (LRP). CMCI offers the CCM exam anytime a [test center or remote proctor](#) has availability.

sufficient travel time to allow for unforeseen circumstances. Plan to arrive at least 30 minutes before your appointment. No-shows or late arrivals (which are considered no-shows) will NOT be admitted and will result in an additional fee and a requirement to reschedule as described under No- Shows or Late-for-Appointment.

[Live Remote Proctoring \(LRP\)](#) is a secure testing option in which the cQ takes the CCM ex using their own computer from their home or office. A trained professional proctor administers the ex to the cQ remotely and monitors the cQ e throughout the test. A short v o tha ex lains LRP is [available here](#)

Cand e who choose to takthe ex with a live remote proctor instead of going to a PSI testing center are required to ha e a priv quiet, well-lit room with no other peoplQ pets, electronics, or reference m The cQ must also ha e a computer with a web cQ a q t in the enuire roomicraShoO and qnimum ,e-chnicalthe ifQ ion

Cand e who e an LRPwil O ef No insal andm Mthe testingendor MproS iY sary ex inU ion soQ tware on

When you contact PSI to schedule an appointment, please be prepared to confirm a date and location for testing (a specific in-person test center or live remote proctor) and to provide your name and candidate identification number (from PSI's email scheduling notice). All individuals are scheduled on a first-come, first-served basis.

To change from suspended status to active status, the qualification criteria for candidacy must have remained unchanged from the time of submission of the original application. In addition, candidates must:

- 9 Pay the reactivation fee at the time of the request for

9

Application, Examination,

The certification exam fee must be paid by providing credit card information on the application or online form or attaching a check at the time the application is

Opt-Out Policy

Limited information is provided publicly in the searchable directory of certified CM individuals located on the [CMCI online directory](#). Anyone certified as a CCM who does not wish to have their information included in the online directory should contact the CMCI Office by letter or email at certification@cmaanet.org. Unless an opt-out is requested, the CMCI Office is required to respond to requests to verify certification of an individual to include name, current certification level(s), good standing or any current sanctions that may be in place, and expiration date. The CCM directory contents are the property of CMCI.

CMCI will not sell or rent contact lists of certificants. As part of the application and ongoing credential renewal process, the Board of Governors' policies provide permission for certification staff, agents, and contractors to contact certified CCM individuals by U.S. mail, electronic mail, and facsimile or via other media on matters limited to those that the Board of Governors believes may be of significant interest to a CCM. To be removed from the CCM mailing list, contact the CMCI office by letter or email at certification@cmaanet.org

Trademarks and Copyrights

The letter sequence, CCM, has been registered with the United States Patent and Trademark Office since December 25, 2007 as well as the term "Certified Construction Manager" since January 14, 2016. This registration indicates that the CCM designation as used by authorized persons, certifies that professional Construction Management services are being rendered by persons who have demonstrated professional knowledge and competency in the field of program and

The exam questions are based upon a Construction Manager Job Task Analysis from which the Exam Content Outline is created. Questions are written in a format that evaluates a candidate's ability to perform the job tasks of a CM as listed in the Exam Content Outline rather than solely on the basis of knowledge recall or memorization of facts.

All exam questions are written by individual Certified Construction Managers whom CMCI deems subject matter experts, then reviewed and validated by both test development experts and other subject matter experts. As with other professional credentialing exams, the exact questions cannot be revealed; however, the Exam Content Outline, primary references, and tips on how to prepare are available in this handbook.

CCM Exam Content Outline Process

To create this exam, a group of volunteers participated in a study to identify the major categories (domains) for the certification examination and topics within each domain based on the jobs and tasks a certified individual might perform. These categories and topics have already been organized and

- Exam

The technical accuracy and grading of the exam questions

Fairness of the execution of the certification testing procedures or application procedures

- Application Review/Eligibility

Clarification on project experience

Qualifying degree requirements

Reference selection

- Certification Renewal

pr & & &

- Resubmission of exam

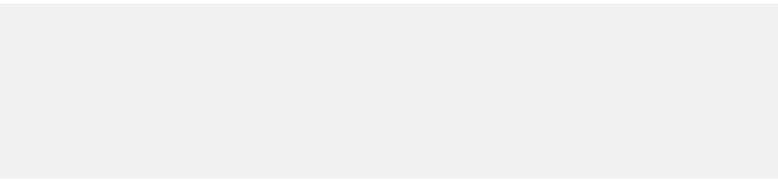
For the Day of the Exam

In-Person Exams at a Testing Center - Candidates taking an in-person exam should report to the exam center on the day of exam as instructed in their appointment confirmation letter and plan to arrive at least 30 minutes prior to the appointment time. Candidates must check in by providing two forms of valid ID, one of which must be a government-issued photo ID with signature (driver's license, government-issued photo ID, or passport). Candidates who arrive after their appointment time may be denied access to the exam and will be required to pay the cancellation fee to sit for the exam.

Exams with a Remote Proctor - Candidates taking the exam with an LRP on the day of the exam may launch the exam software up to 15 minutes prior to the appointment time, but no more than 15 minutes after their appointment time. Candidates who arrive more than 15 minutes after the scheduled start time will be denied access to the exam and will be required to pay the cancellation fee to sit for the exam. Candidates will be required to agree to the [rules and requirements](#) prior to beginning the exam. Candidates must check in by showing one form of a valid government-issued photo ID with signature (driver's license, government-issued photo ID, or passport). The candidate and their ID will be photographed, and the photograph will be stored on the testing vendor's secure server for 90 days. Military IDs, photocopies, or temporary IDs are **NOT** permitted for LRP exams.

NOTE

Anyone who arrives at the test center or connects to the remote proctor after the assigned testing appointment



-

Summary of Scoring Process

The passing score is determined by a statistical formula and may vary among the test iterations. The exam is designed only to distinguish those who have the basic level of knowledge from those who do not. There is no evidence that someone who receives a very high score on the exam will perform significantly better on the job than someone whose score falls exactly at the passing point. Therefore, if one passes the exam, they will be informed only that the examination stage has been successfully completed.

Applicants who fail the exam will be notified of their score and a diagnostic report showing their performance in each content area. This information is provided to aid in planning study efforts for future exams and deciding whether to retake the exam.

All exam results are confidential and will only be released to the examinee. Permission in writing must be obtained by the examinee for CMCI to release exam results to another party.

The Board of Governors is concerned with reporting only valid scores. On rare occasions, circumstances may invalidate exam scores. The Board of Governors reserves the right to cancel or withhold exam scores if there is any reason, in the sole judgment of the Board, to question their validity.

Doubts may be raised about the validity of candidates' scores because of suspected misconduct; in such circumstances, candidates shall fully cooperate in any investigation. Some scores may be rendered invalid due to circumstances beyond candidates' control, such as faulty exam materials or time keeping errors. In this rare event, retesting may be arranged.

Following certification best practices, as a final check and balance, actual field results of exam questions are analyzed periodically and occasionally necessitate rescoring of the exam. If a rescore occurs and results in a change in status from a fail to pass, the CMCI Certification Office will notify the candidate.

LAST NAME, FIRST NAME, MIDDLE NAME
ADDRESS
CITY, STATE ZIP

CANDIDATE ID NUMBER: **SAMPLE000**
EXAMINATION DATE: **MM/DD/YYYY**
CONTROL ID: **1234567**
PID: **1234567**

Congratulations, you have passed this examination.

We are pleased to inform you that you have successfully completed the CCM exam. Thank you for your participation and for choosing to become a CCM. CMCI will send you your certificate in the coming weeks. Please contact certification@cmaanet.org with questions or concerns.

LAST NAME, FIRST NAME, MIDDLE NAME
 ADDRESS
 CITY, STATE ZIP

CANDIDATE ID NUMBER: **SAMPLE000**
 EXAMINATION DATE: **MM/DD/YYYY**
 CONTROL ID: **1234567**
 PID: **1234567**

The scores below are PERCENT OF ITEMS ANSWERED CORRECTLY in each content category. The exam you took included pretest items for future tests that were not included in your score.

CONTENT AREAS	YOUR % SCORE
Program & Project Management	XX%
Cost Management	XX%
Time Management	XX%
Contract Administration	XX%
Quality Management	XX%
Safety Management	XX%
Risk Management	XX%
Professional Practice	XX%
Sustainability	XX%
Technology	XX%

Please contact _____
 discuss retake options.

Board of Governors Position on CCM Exam Education and Training

The CMCI Board of Governors believes that as a credible credentialing organization, it should facilitate appropriate preparation of candidates for the CCM exams. CMCI, under the requirements of the ANSI/ISO 17024 standard, can recommend appropriate exam preparatory materials and other programs and services as allowed by those accreditation requirements and will continue to work with other stakeholders to encourage educational and training programs in assisting candidates with attaining knowledge, skills, and abilities as Construction Managers.

CMCI and its Board of Governors do not accredit or endorse any particular training course or source of education as a guarantee of success on the CCM exams.

CMCI and its Board of Governors, in keeping with the accreditation requirements of the ANSI/ISO 17024 standard, do not link any training or education programs or any other educational provider's educational programs offered, to facilitate obtaining a CCM credential.

The Board of Governors provide as public information, a CCM Application Handbook, an exam content outline, a primary reference materials listing, and other materials online at cmaanet.org. These are CMAA recommended materials that may help individuals better prepare for the CCM exam. The list and information provided is not intended to be inclusive of all potentially useful resources, nor does inclusion on this list constitute an endorsement by the Board of Governors. The recommended materials are for informational purposes only and are not intended to be used as a substitute for the CCM exam preparation materials.

to the Board of Governors. The recommended materials are for informational purposes only and are not intended to be used as a substitute for the CCM exam preparation materials.

Others (not all inclusive)

- *National Construction Law Manual*, Acret, James, Esq., BNI Publications, 1996.
- *Project Management, Principles and Practices*, Spinner, M Pete, Prentice-Hall, Inc., 1997
- *Architect's Essentials of Cost Management*, Dell'Isola, Michael D., Wiley and Sons, 2002.
- *CPL 2-0.124 – Multi-Employer Citation Policy*, United States Department of Labor, OSHA, OSHA Instruction, 1999.
- *Employer Rights and Responsibilities Following a Federal Inspection*, United States Department of Labor, OSHA, Publication 3000, Revised 2018.
- *Job Hazard Analysis*, United States Department of Labor, OSHA, Publication 3071, Revised 2002

On the day of the Exam

WDRFK@O@P@B@A@D@R@W@L@D@P@p@0

T@W@P@G@P@E@F@K@W@L@R

U@B@M@F@D@E@ I@A@F@K@R@Q@V

B@B@P@K@E@ I@G@E@D@W@D@W@ @ pp P@R@L@W

A

R@P@F@K@E@

A@B@P@K@E@S@W@B@M@R

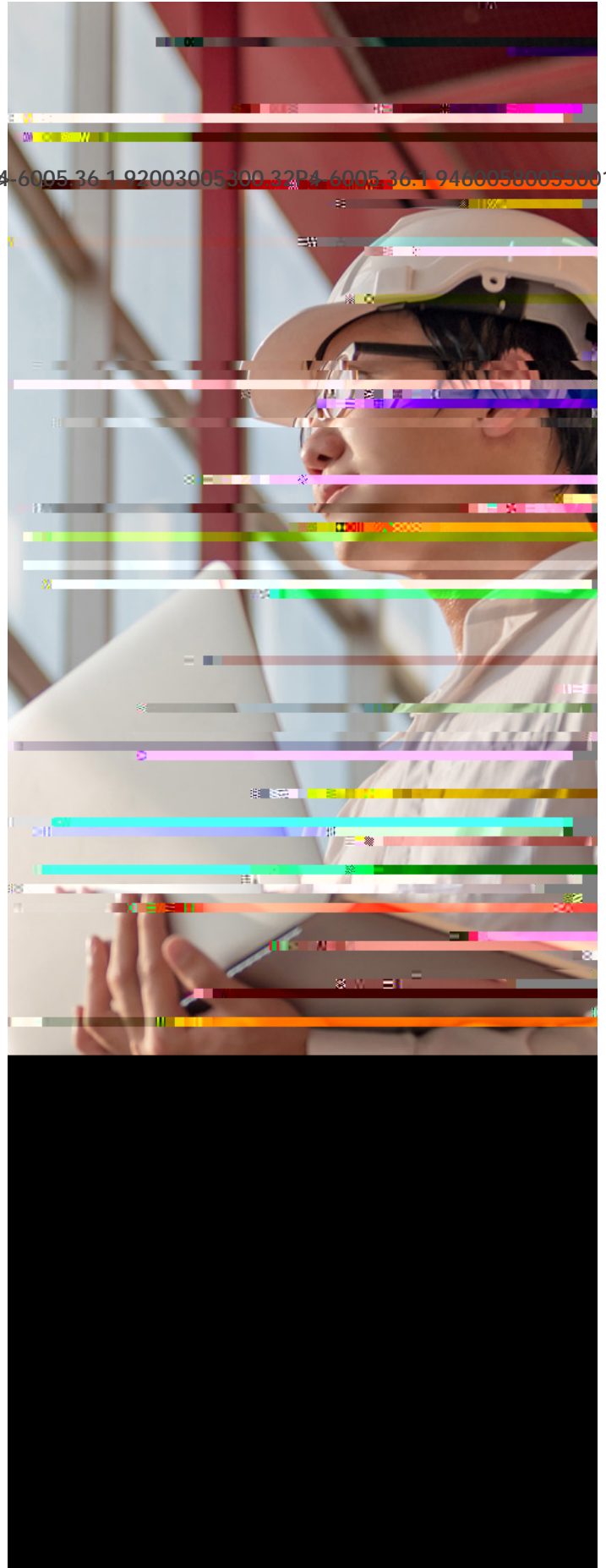
D@S@W@B@W@E@P@

D@E@W@R@P@S@ W

For a complete list of prohibited items, see the [Prohibited Items List](#).

For Exams with a Remote Proctor

- Before your test day, check that your computer, microphone, webcam, and broadband connection meet [minimum requirements](#) and review the [LRP Rules and Requirements](#)
- Before the day of your exam, remove any prohibited items from the room where you will take the test. This may include items on the wall, bookshelves, or desk.
- Begin the security check-in procedures 15 minutes prior to your scheduled start time.



It is hard to define difficulty levels, as what may be easy for some may be harder for others. Some topics may also seem broad in scope. Here are some tips to help you gauge the scope of the topic:

- Revisit the credential description and the eligibility requirements, if any. Is it expected that someone with this level of experience would be able to do this task at this level? Using the full [duties/tasks/steps document](#) located on the CMAA website, explore each topic by reviewing the skills, knowledge, tools, and equipment required to do the work appropriately to help you determine to what level youel
-

CCM Condition, Conduct, and Disciplinary Policies

As a credible credentialing organization, the Board of Governors is committed and obligated to protect and defend the credentials provided by CMCI. Every candidate and Construction Manager

CCM Application Conditions and Conduct

All applicants must agree to abide by the Conditions and Conduct Agreement:

- I hereby certify that I have read all portions of the CCM handbook and application and believe I am in compliance with all policies related to the CCM examination.
- I attest that I will adhere to CMCI's Professional Conditions and Conduct and understand that any false statement or misrepresentation that I may make in the costa costa& may@ t p- M p

ve

- Points for all professional development activities must specify callrQ M

f

To maintain the integrity and value of certification in our dynamic design and construction industry, CCM designated individuals must renew their certification every three years by further professional development. The CCM holder must submit a Certification Renewal Application to the certification office every three years with the required information and a renewal fee.

CCM certification renewal is based on the accumulation of points earned through various activities. A total of 25 points are required every 3 years along with payment for the renewal fee.

® APPLICATION

You will need to provide your then project title and fill in the experience matrix with the areas or experience earned on that project. A cumulative total of 48 non-overlapping months of RIC is required in all fifteen (15) boxes within the matrix. You may need to include multiple projects to accumulate the necessary experience requirements, but must have some experience in all fifteen (15) functions/roles and phases. There are also areas for you to fill out the total number of months you worked on the project, including start and end date, for each matrix you fill out.

For each experience matrix you fill out, you must have at least one reference to validate the experience you have listed on that project. Please provide all known client/owner information for each cited project. We recognize specific information may not be available on projects that occurred many years ago. However, you must provide specific project information for at least two clients that you will be designating as your references. Please refer to the information below for additional information related to the project client/owner reference letter. In some cases, an exception may be made if the project client/owner is not available. In those cases, a direct supervisor or an active Certified Construction Manager (CCM), who is aware of your work on that project, may be substituted to verify the related experience.

A minimum of two (2) separate client/owner references are required; they can be from any two (2) projects that you are documenting as part of your 48 non-overlapping month requirement.

You will need to agree to abide by CMCI's Conditions and Conduct agreement throughout the duration of the application process and as long as you hold the CCM credential.

CMCI operates in accordance with the Americans with Disabilities Act (ADA) requirements. If you have any special examination requirements, you will need to fill out this section and follow-up with the accommodations needed. All accommodations will require proper documentation supporting the request from a qualified medical professional who has provided evaluation or treatment for you. Some accommodations may require an additional fee or documentation from a licensed physician. Once an accommodation has been reviewed, CMCI will contact you with the information regarding the status.

The application payment must be included when you submit your application to begin the process. Applications that are not accompanied with payment are subject to delays and will not be processed until the payment has been processed.

NOTE

If one project covers the 48 months, you will still need a minimum of two (2) client/owner references. Include current contact information for the client/owner on all projects listed for the 48-month period.

APPLICATION

- Section 1: Application Information
- Section 2: Basic Eligibility
- Section 3: Employment Information
- Section 4: Verification of Experience
- Section 5: Conditions and Conduct
- Section 6: Special Accommodations (optional)
- Section 7: Application Fee

Certification requires 48 non-overlapping months of Responsible-in-Charge (RIC) experience. Certification also requires either general design/construction experience or formal education or a combination of both. Qualifying formal education means a CM-related degree. CM-related degrees are limited to the following disciplines: construction management, construction science, civil engineering, industrial engineering, mechanical engineering, electrical engineering, chemical engineering, architectural engineering, and architecture.

You must fit into one of the following three categories to be eligible for the CCM Place a check in for io d Mfor

Name: _____

Address 1: _____

Address 2: _____

City: _____

State/Province: _____

ZIP/Postal Code: _____

Country: _____

Work Phone: _____

Mobile Phone: _____

Fax: _____

Home Phone: _____

Please attach your resume and complete as much employment history as necessary to demonstrate that you have met the eligibility criteria from Section II. Start with your most recent employer.

Professional Resume Attached

Most Recent Employer _____

Address 1 _____ Address 2 _____

_____ State _____ ZIP/Postal Code _____ Country _____

Supervisor Name _____ Supervisor Title _____

Employment Dates _____ Your Title _____

Employer Phone _____ Employer E-mail _____

Description of Duties

The additional employment section below is a requirement if using 4 or 8 years of general design or construction experience in lieu of formal education:

Employer _____

Address 1 _____ Address 2 _____

_____ State _____ ZIP/Postal Code _____ Country _____

Supervisor Name _____ Supervisor Title _____

Employment Dates _____ Your Title _____

Employer Phone _____ Employer E-mail _____

Description of Duties

Regarding verification of experience: In serving as a reference for the applicant, the reference understands that they attest to the applicant's experience in the specific areas as listed below. In some cases, an exception may be made if a project owner is not available. Your direct client supervisor or an active Certified Construction Manager (CCM) may be substituted to verify the related experience.

Experience sections below are based upon the candidate having at least the minimum experience and proficiency necessary to M c c in n 1/2 sdisoyeup ey applica canppr unepf catlet c aht

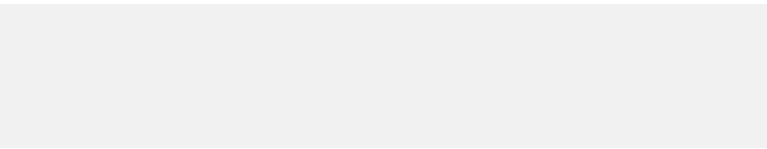


POST-

Project Title

Verifier Name & Title:

Date:



By checking the box and signing your name in the space provided below, you agree to abide by the policies and procedures listed in this handbook and agree to abide by the Conditions and Conduct as follows:

- I hereby certify that I have read all portions of the CCM

including claims for defamation, restraint of trade, breach of contract, and interference with business or contractual relations, unless due to the bad faith and malicious conduct of the person sought to be held liable, based on or arising out of the CCM certification program, including but not limited to denial or revocation of certification, that I may have against CMAA and CMCI, and their respective governing board members and employees. I further agree that, notwithstanding the foregoing, should a claim be permitted to be brought against CMAA, CMCI, or any of their respective governing board members or employees, the limit of their liability and extent of my recovery shall be any registration or application fees paid by me to CMAA or CMCI related to certification.

- I agree that this Application shall be interpreted and governed by the laws of the Commonwealth of Virginia, without regard to conflicts principles, and exclusive jurisdiction for any legal proceeding resides in federal or State court in Northern Virginia, and the parties agree and expressly consent to the exercise of personal jurisdiction in the Commonwealth of Virginia.
- I agree that no association, agency, apparent agency, employer/employee relationship, partnership, or joint venture is created by virtue of issuance of the CCM designation to me by CMCI or CMAA.
- I possess the knowledge and skills defined by the Board of Governors in adherence to the certification criteria and

will notify CMCI immediately should I be unable to perform the skills or lack the knowledge required to achieve or maintain the Construction Management Certification.

- I understand that if successful, I will be listed in the online CCM directory; however, if in the future I should not want to continue to be listed in the

Will you require Special Accommodations for your examination? Yes

If yes, you must complete the form for Special Accommodations AND Healthcare Documentation of Disability Related Needs forms and mail them to the Certification Office a minimum of 45 days prior to your desired testing date.

The application fee is \$325 for CMAA Members, \$425 for Non-CMAA Members and payment of this **non-refundable** fee is required for processing this application. Payments need to be sent to the following address with the application:

Construction Manager Certification Institute
200 Lawyers Road NW, #1968
Vienna, Virginia 22183

Please Print Applicant's Name:

If paying by check (make payable to CMCI, or Construction Manager Certification Institute)

If paying by Credit Card:

American Express MasterCard Visa

Card # Expiration /

Name on Card

Billing Address

City, State, Zip

Authorized Signature

Date



CONTACT

Construction Manager Certification Institute (CMCI)

www.cmcertification.org

certification@cmaanet.org

www.cmaanet.org

703-356-2622 (main)

703-356-6388 (fax)